

continued

continued

5. Machine Transl. (Georgetown)
called a last & because of
high cost of input data. Not much
progress in theory &
Then Defense, NSR, & CIA

CIR usage in MT deadweight - force
R + D - but then NSA -

Not Academy involved - published ^{ALP} - ALP
25X1A5a1 ALP - final testing unit

██████████

* Transferring resources - stepping
from NSF - etc. - MIRR - etc.

[REDACTED]

CKS act of

not uniquely necessary

5. Ly Consultants Report -
Put in hands of people of CRS
Himself. Get back in. Working for
CRS. How to ref. diff.

SPB to Amy, involved. PAB
no exact genesis. Remo was

That [redacted] & Pfozheim got the
going in their own interests. Fries
or committee. Bad effect on morale.
But CPS got the work out anyway,
Because of [redacted] 25X1X8

25X1X8

25X1A9a

6. Relate OOR activity to similar activity elsewhere in jail & the country. Exchange of ideas.

Spent a lot of time getting out. Brought people in. Went to see what others had.

7. Major theme - not announced - how to do the job with less people. Too many requests for more people without adequate analysis. A lot of combining & cutting where needed, Ex. Radio Sta. Brandy

IR to Brandy.

Part of Agency brood looked OOR was only one that came up with anything significant.

8. Tried to get equal pay for equal work (in other parts of Agency) Some headway.

9. Max security at various levels. Cut alt Deputy - 1. Branches 7 pr. Cut out Exec. officer. Deputies now doing work below their level. Staff exist - kind of waiting for Mr. Chief. Not sure it was so much an early CT program or

25X1X8

Next 2 Page(s) In Document Exempt

Included other documents - so washed up. O. G. I. & want to disturb.

- CHIVE

Doesn't know where originated. "Expenditure in an operational environment" - Was Brel's view so he endorsed. (See CHIVE Evaluation Group report.) Wrong in was fact. Exchange, personnel, etc.

- PAB resp. for getting PFIAB involved. PAB put top level attention to Info Handling was important. but [REDACTED] 25X1A9a panel disapproval - didn't know anything about intelligence production.

- Another PAB goal - 25X1A9a

To engage [REDACTED] 7 Top management in this field, spending a lot of money but not giving it much attention.

SCIPS TRS for example. Dalls

finally discovered very important

& then left. Then [REDACTED] came

SCIPS briefed him (left in
35 min. to phone).

25X1A9a

formed Agency system. others
could follow

25X1A9a

Then [redacted] created "375 committee"
as AODT (DCI action A-375).
Directed DDT to create best
possible info system for Agency.
Based on CRIVE, computers, etc. But
soft-pedal community.

W.H. direction

25X1X8

(Has copies of these items)

COINS -

Chairman group on -

PAB has papers

* List of for CRS list per

→ Methods Conference (3)

PAB papers on
(source of ideas)

Minicard - recommended against it
to Amory.

career
development =

25X1A9a

Brainstorming session in the country.

* Special Topics: MT, RDP, Indexing

Congress, Appearances before.

See Pub. on.

PNB on [redacted] [redacted] 25X1A9a
on in L.Y.

NPIC - CRS connected to

Counsel to atty, depts & to

[redacted] 25X1A9a

What to report & how,
for certain purposes. What
we had fly, some use. Now
to [redacted], etc

NATO A man with did
adaptation of ISC for
15 countries adopted

L DX - Long Distance Xcopying -
PNB beginnings

WALNUT - CRS connected
on an occasion.

Felt we did not work closely
enough with [redacted] 25X1X8

BR - Walnut [redacted] 25X1X8 greater [redacted] 25X1X8
analysis.

U-2 -

Relations of doc. evidence
to NPIC's mission. cuts
down on ^{25X1X8} [REDACTED]

Current intell. Enuff. in
change in way gov. operates
25X1A9a [REDACTED] eva.

More people are better, information-
less need for building blocks.

1 May 1968

①

Meeting with Paul Boral

Topics and
points to develop:CODIB - OCR - extent of support OCR
referred CODIB is of great interest

CRAG - story

Inter office relationships - CIA - ADP Committee
chaired by [REDACTED] 25X1A9aReview of Phases I and II - CHIVE - Evaluation
Group

AHIB - (started by any interest) then on to CODIB

Paul Boral recommended more required than
ad hoc Committee - resulted in creation
of CODIAE, later changed to CODIB
(IAC & USIB)Note Important to cover who or what
started something - whose idea, what
caused initial action to create, organize,
set up etc. what was rationale,
what was thinking at time -how + if individual things together
in terms of the why, reason, it
all happened, started or began

P.B. was concerned with idea of leaving CIA, Defense, NSA, on an advisory group and got Director to say that CIA will participate but not by its alone etc.

25X1A5a1

██████████ was willing to continue, so group divided this money wise.

Automated Language Processing "ALP"

2. Redirect Resources

Getting CIA out of business of financing which not uniquely necessary for intelligence pass on to the Library of Congress, NSF etc to pick up (MIRA etc.) certain things & get money direct from Congress. — was successful in getting such things done.

3. Put Library Consultants' Report with hands of OCB people so that OCB could have final say on what eventually done. — also part of overall objective.

of the Record

to day to day requirements.
 Most of what OCE does and can do is
 unrecognized. Other officers do not know
 what [REDACTED]

25X1X8

Amory, DSI, told P.B. to take
 OCE into the machine age (including
 machine translation) — Even though
 OCE had led the pack + pioneered, there
 was danger it would not move on,
 also difficult to move from ADP to
 EDP, particularly since ADP was
 working well — why change?

Record will show that OCE pushed
 for innovations but did not go too far
 too fast. Pushed for computer but
 faced a wall.

Running theme — Automation good only
 when you have a complex as large as OCE

25X1A5a1

Re Machine Translation, [REDACTED]
 spending more to input data, less on
 the critical study — spending many
 dollars on input, but too little on
 experimentation, etc.

There were three activities under informal committee i.e. Publication Document, Foreign Language Exploitation, etc.

Paul Bock recommended reducing and regrouping — resulted in 13 of 26 committees abolished — consolidated and picked up by COSIB.

See P.B. Paul appointment book as AD/CR as aid to when things happened.

P.B. inaugurated O.C.R. annual Report — for Budget purposes + back up and also good for: History, Briefings, + public information re office.

As AD/CR

P.B. Objectives

Goals + Philosophy

Objectives:

1. Maintain and raise morale re office get rid of "master/servant" relationships in minds of customers and O.C.R.

Make clear what O.C.R. did was as important as any single thing done by production offices. If O.C.R. does not perform well, the customers suffer also.

2. Effective management

Resources — Make more responsive

⑤

25X1A9a

[redacted] investigated Library
Consultant's report to make job for
themselves. However was SA &

25X1A9a

[redacted] DD/1 + pushed on these
things.

(off-miller) Note Consultants included:

25X1A5a1

25X1A9a

25X1A9a

25X1A9a

P.B. Comment on their report " was done in
such a way as to adversely affect
morale of personnel.

Library Consultant Report did not, in itself,
create a crisis as to do a job. But
morale was a problem.

P.B. - comment / philosophy:

OCR's organization was largely
decentralized - gave rise to doing
a job, but also raised point as
to whether a change was in order
or not.

4. A job was to relate OCR activities to
similar things going on in rest
of community.

25X1A9a

got out to bring people in to brief,
to show we have, went out
to see what other have, all of
which was helpful in agreeing
public relations.

5. Major themes

How get job done + still cut
back on budget and bodies.

in those days papers for ^{25X1A9a} [REDACTED]
generally requested increases based
on quantity of work — OPR
prepared and planned ahead so
was able to take it when cuts
came.

ie Radio Stations Branch abolished
L-R - to FID
LCD - to L. Staff.

^{25X1A9a}
Note: [REDACTED] had plan to do with less
if he had to - but nothing happened -
or thing went along.

P.B. tried to get equal pay equal work - to get OCR jobs upgraded.

Tried to get more authority to Branch Chief and Division Chief by means of introducing the Staff assistant instead of Deputy.

He eliminated also the Asst. Dir. in the front office.

Benefits of Staff asst. system were:
could train a S.A. for job as a Branch Chief - could develop more people better under S.A. set up.

Idea of benefiting people - upgrading technical competence - by more attendance at seminars, conventions, meetings - more training, memberships in professional societies etc - write articles etc - P.D.

used this - sent people to brief NATO on Cuban Code etc -

also rotate people - fresh air in cops - new assignments etc - switch Div Chiefs - etc -

Function of OCR Proposals

Coordination of Collection Efforts -
 by LCD - proposals ended up
 in CGS. OCR originated -
 Joint Study Group briefings -
 proposed solution - which
 research offices fought but when
 set up were all on coord staff -
 OCR tried to get a DCID to achieve
 goal - but research offices opposed -
 etc.

OCR as organizer took broad view
 + merged OCR domestic collection
 with OOTC - merger not transfer.

TRENDS

1. Recognition of efforts + integral
 parts of OCR (Registers)
 closer meshing to make production
 offices more effective
 Plans to make facts more inter-
 dependent + therefore more responsive
 to what is important rather
 than just general support

2. Less response to community
 and more to CIA

Example Abolishment of Radio Station
 French — all community wanted
 it but not will ing to pick it up —
 CIA not needed as much as
 before —

or finally cancelled because
 of agency not because others
 did not need it.

Example IR — SAC + ACIC title to
 versus what CIA units got out of it.
 most took view "what not important
 to CIA is not important to community".

P.B. Philosophy + Goals as AD/CR

We put it all in 3 categories:

1. National category activities.
2. Inter departmental " "
3. Agency " "

weighed one against others — put
 agency in last place as follows:

1. NSC/Ds, DC/Ds.
2. Inter departmental Programs
3. Agency

Agency production is just in terms
 of philosophy

A

also extends to OCE (DDI) versus service to other CIA Directorates -

B

Also transfer people in + out - between offices etc

FOIAb3b1

[REDACTED]

Story

DDI told PB: wanted an organization to survive 25 years -

PB said:

1. What to do

+ 2. When do it

Had in mind:

25X1A9a

[REDACTED]

organization -

FOIAb3b1

25X1A8b

FOIAb3b1

[REDACTED]

[REDACTED]

[REDACTED]

little relation between

FOIAb3b1

[REDACTED]

very mixed. needed change in command

so made his proposal

DDI said OK - or brought them all together under DDI office not as divisions of DDI.

FOIAb3b1

in Building more [REDACTED] was to be sent to B- plus relation ships to Pubs etc led to [REDACTED] in DCR

FOIAb3b1

DDI wanted to be a good flow would absorb [REDACTED] - other unit

(11)

agreed but what what did happen
in trouble now —

also great reduction in OCR
FOIAb3b1 [redacted] would be better in [redacted], ie
FOIAb3b1 [redacted] more vulnerable in OCR + OCR
FOIAb3b1 [redacted] more vulnerable plus size etc — with [redacted]
25X1X8 [redacted] so moved [redacted] out of OCR —

PR submitted organ plans to DD,
but never approved.

GRAND DESIGN - PR

Intelligence information changed to
intelligence support on area basis —
this broke down number of stops,
put more strength in key functions.

1. National
2. Production
3. Information (Intel. Support)
4. NPIC

25X1A9a

Changes : [redacted] new DCI
+ became whole new ball game.

CHIVE

semi-guided ?

P.B. felt CHIVE — see CHIVE
Evaluation Report

P.B. felt general idea was
went about it should be supported

Outside Relations

Top level attention to information
Problem was mandatory — word from
DCI

What happened to it with Karon
Panel was disappointing:

Nobody on Panel knew anything
about intelligence production
(Ref Ottiger — brilliant, in mature
Harvard professor. "a brilliant
professional mathematician who
would not permit in a kindergarten

P.B. theme/goal
to engage attention of top
management to UCR field —
spending money but not aware of
what was here.

FOIA b3b1

paper — Shuler said had

must do something - then left CIA -
just when had chance to do
something.

We cone started ^{to be briefed} an hour
briefing went on for 35 minutes &
then called away. never came back.

When PB was A/DDI - 375
Committee (DCI office had action
Series "A") Info Processing
became A ACP 375

We cone said make best info
processing ^{systems} get computers etc, so
others would or can follow -

PB felt would not get direction
from DCI so turned to community
approach ie CODIB.

See memos to [REDACTED]
& White of CODIB

25X1A9a

PB got COINS started for.

Refer to 3 conferences (SIB,)

Conferences - files - (3)

NPIC story + CRS support / assistance

Statement BR SR to NPIC

+ IR people to NPIC + advice support given to set up -

CRP advised ^{NPIC} on what to organize how organize.

What man from CRS that would make sense in their environment

Long Distance Xeroxing - is CRS field of pioneering work - much was NSA activity in this field.

Walsh - CRS commented actually on proposals. RB. feels should have been closer. similarly feels BR + RI should be closer of mutual types / problems.

U2 Impact on CRS:

a NPIC - Bruggioni says - what do they claim on overhead photos.

b emphasis on current + info versus obs.

26 Dec 1968

NOTES on P. B. B. B.

Interview

Paul B. B.
Interview

CODIB — silent support — OCB rendered
CODIB is of great interest

CRA G — Intelligence Policy Committee —

CIA-ADP Committee —

25X1A9a

Chaired

^P
AHIB — Army started — then to CODIB
etc.

25X1A9a

recommended required more than
as the Committee (ie AHIB) as
CODIAC became CODIB
IAC to USIB

There were 26 Committees, 13 were
abolished by CODIB
ie CODIB would pick up and
consolidate.

25X1A9a

started OCB annual report —
for Budget and good history
purpose was: good for Congress

Book objectives were:

1. Maintain & raise morale - water/personal relationships in matters of customer service.

Make clear what OCR did. was important as any single thing done in TSD. -
If OCR did not perform well, all would suffer.

2. Effective management of resources -
make more responsive to today's requirements

Most unresourced - I not know what available in OCR etc

25X1A9a

[redacted] said wanted [redacted] to take OCR into machine age, including machine translation - even though OCR had led the pack in processing.

25X1A9a

[redacted], was to make OCR move - also difficult to move from ADP to EDP since framework was working.

Record will show OCR pushed for innovations but did not go too far too fast - pushed for computer but faced it well.

Recurring theme = centralization
good only when you have a
complex as large as O.C.R. that
machine

3. Machine translation at Georgetown
University — more of input de-
less to theoretical study, spending
many dollars on input but —

25X1A9a

convinced idea of having CIA
Def. RST Advisory Group & got
Director to say CIA will participate
but not go it alone etc.

25X1A5a1

Groups willing to contribute 20
Groups backed this money wise

Automated Language Processing
"ALP"

Relevant Resources

Getting CIA out of business of
financing which not necessarily
necessary for intelligence —
persuaded he & others to pick up
certain things, get money, direct

3. Part of morale objective

Put Library Consultant Report in hands of OCR people so that OCR would have final say on what eventually done.

25X1A9a
 Note that [redacted] was S.A.
 25X1A9a to [redacted] at time of Library
 Consult Report
 25X1A9a [redacted] buddy from [redacted]
 25X1A9a [redacted]
 25X1A9a [redacted]

Report was done in such a way as to adversely affect morale — not crisis as to job but morale was the problem

Organ. was largely decentralized — you are to doing job. but also raised point as to whether to change in order or not.

Relate OCR activity to similar things going on in community & rest of country

25X1A9a

25X1A9a

~~not~~ out to
bring people in to brief,
went out to see what people
have
was helpful in public relations
of agency

4. Major theme

How to get job done + get cut
back

Generally requests for increase was
based on quantity of work
therefor when cut came, OOR
was prepared to take it

Radio Station by
1 R down to T-1B
LC A to LS

25X1A9a

~~had~~ had prepared to do with
less & least nothing done
just went along

25X1A9a

tried to get equal pay =
Tried to get OOR & B grades raised.

Tried to get more authority in
Br. Chiefs & Sr. Chiefs - more
authority with Staff, not - instead
of deputies.

Eliminated Cees in Town Office

25X1X8

[REDACTED] Could train
a SA - Deputy did mostly
"clerical work" could develop
more & better under SA.

Idea of benefiting people - upgrading
tech conference - by more attendance
at seminars, training, memberships
of Professional Societies etc - write
articles - [REDACTED]

25X1A9a

used this - sent people to Brief NATO - ^{idea} was to
more get people doing - also wanted
to try to rotate - freshen etc.

Evolution of OCR proposals = centralization
of Requirements Staff - OCR
originated -

Joint Study group ref. and
preps. - OCR tried to get a
DCID

as organization
 OCR took broad view &
 merged OCR domestic collection
 with OO/A - never not transfer.

TRENDS

1. Recognition of efforts and integral
parts of OCR (pre-estimated)
 Closer meshing to make production
 office more effective
 Push to make facts more inter-
 dependent + therefore more responsive
 to what is important rather than
 general support.

2. Less response to Community and
work to CIA.

Radio Stations B all community
 wanted it but not willing to pick it up.
 CIA not needed as much as before
 Officially cancelled out because
 of agency not because others did not
 need it.

IR SAC, ACIC interests
 versus what CIA units got out of
 it.

Approved For Release 1999/09/24 : CIA-RDP84-00951R000100040004-5
 No more to be seen what is of interest
 to CIA not important to community.

P.B. Philosophy ^{goals} as acting DDI

1. National category activities
2. Inter departmental category activities
3. Agency category activities

promoted resources, weighted them -
put agency in last place.

1) NSCIDS

2) Inter dept Programs

3) Agency

Agency Production first idea + philosophy
Harris

Also extends to UCR (ADD) various
services to other CIA Directorates

also transfer people in + out
between offices

FOIA b3 b1



Story

25X1A9a

DDI



25X1A9a



25X1A9a

[redacted] said: 1) what do + 2) when do it.

George [redacted] soon retiring - so
give thought [redacted] led to [redacted]

FOIAb3b1

[redacted]

little distinction
between

FOIAb3b1

domestic contacts

[redacted]

very involved - needed change
in command

DDI said OK - so brought them
all together under DDI as [redacted] was
not division of DO.

FOIAb3b1

In Building move [redacted] was
to be key to RFR, relationship
to pubs etc.

FOIAb3b1

Gold flow affected [redacted] in the
operation abroad - PB pointed out.

FOIAb3b1

FOIAb3b1

[redacted]

better in [redacted]

in [redacted]

FOIAb3b1

more vulnerable in OCR -
OCR more vulnerable size

size is vulnerable OCR
with [redacted] * FOIAb3b1

only

25X1A9a

Organ Plan for DD1 Bu [REDACTED]

Grand design

1. National
2. Production
3. Information (Intel Support)
4. NPIC

"Intelligence Information" changed
to Intelligence Support area
basis.

This broke down number of staffs -
more strength in key functions.

25X1A9a

Changes

[REDACTED], New
DCI, and a whole new Gallaguer -
start all over again etc.

CHIVE

Experimentation in an operational
environment

PB. felt general idea, way
went about it should be supported

Outside Relations

Top level attention to information
Problem was mandatory

25X1A9a

What happened to Smith
Panel was disappointing. It
nobody on Panel knew anything
about intelligence production.

(Prof. Uttinger) Brilliant, immature
Harvard Professor

a brilliant professional mathematician
(would) not put in a finger gun.

P.B. Theme/Goal

Wanted enough attention of top
management to OCR field

Spending money but not aware
what was here

SCIPS Paper; Dulles said he
had not realized was so important -
must do something -

Then Dulles left & I just
when had chance to do something -

Had to start anew
with McGeorge

of scheduled 1 hr. brief ^{for me} on
O C R lasted 35 minutes & he
had to leave - never back -

When P.B. was A/DDI, DCI Office
had action series "A" -
Info Processing became A R I
375 -
375 Committee joined etc.

McCona said "make best info
Processing system, get computer,
etc - so others can follow"

P.B. felt not get direction
from DCI, so turned to
Community in CODIR

(see memo to [redacted]
& write ref CODIR)

25X1A9a

CODIR - P.B. got that
started etc.

3 conferences - Information Control

Agency Career Concepts - career

NPIC story + CRS support
and assistance

showed BR, SR, to NPIC
IR etc

CCR advised NPIC on: what
to do. how to do.
what Brown from CRS that
would make sense within
environment -

Long Distance Xerography LDX
is CRS field of processing
+ push = fruit was SA
activity in this field.

WALWIT - CRS commented
critically on proposals P.B.
feels should have been closer
to them

Similarly: if at BR + R/V/S/P
should be closer of mutual
kind of problems.

U-Z Impact on CRS

25X1A9a

a) KPIC.  shop
what do they have on
overhead photography
b) Emphasis on current and
info. various documents